

CONFIDENTIAL

FIG. 1: LINKED MS EXCEL WORKSHEETS

112

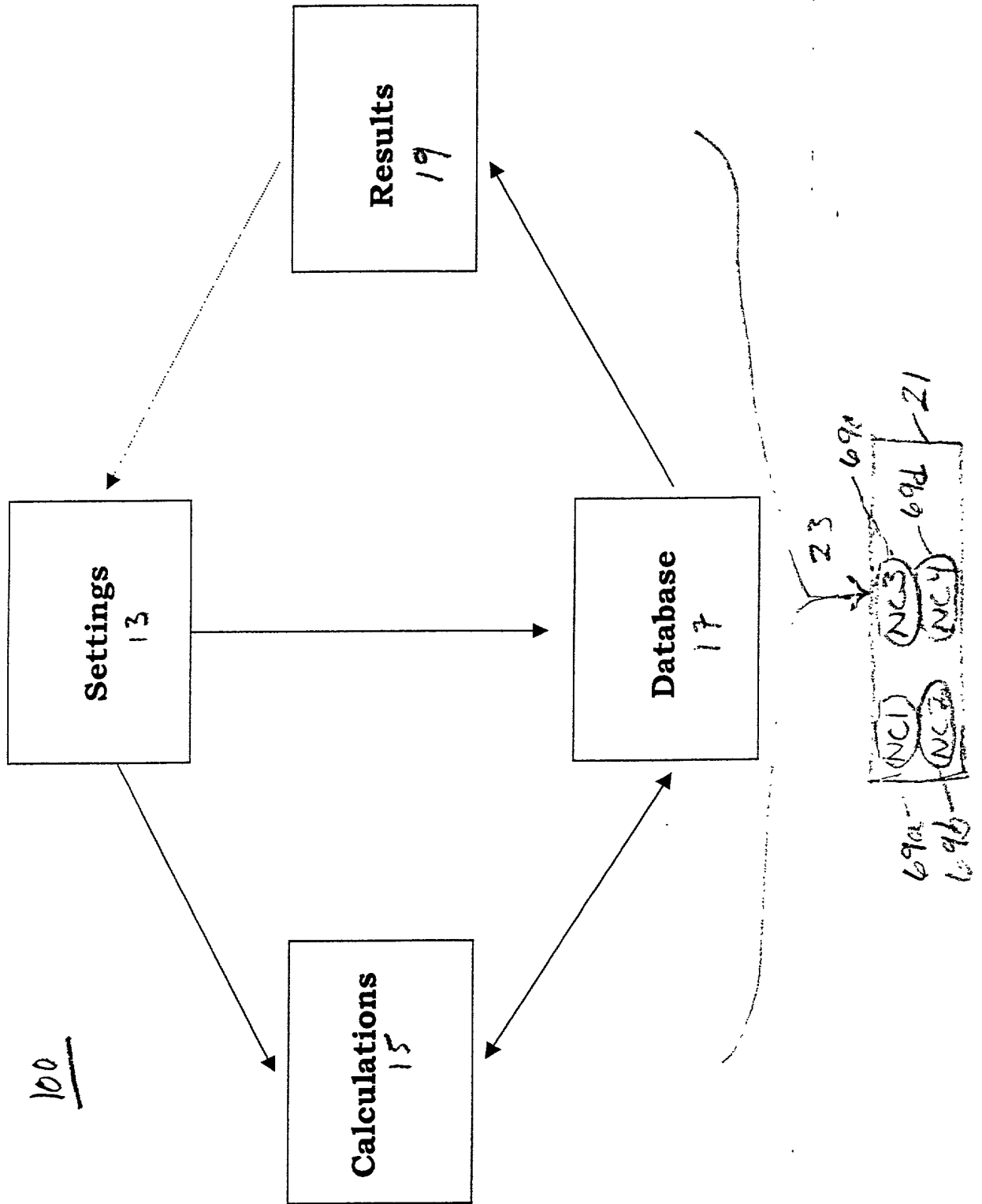
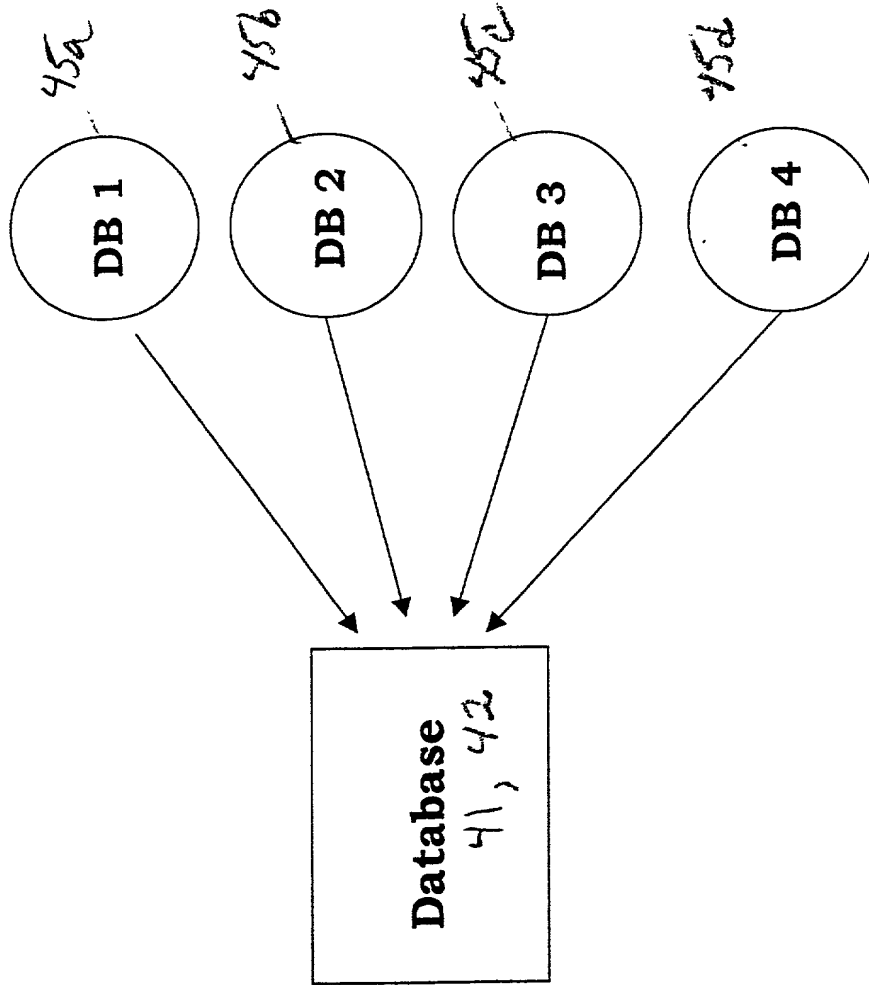


FIG.2: MODULES WITHIN WORKBOOKS - DATABASE

17 ↗



**FIG.3: MODULES WITHIN WORKBOOKS -
CALCULATIONS**

15

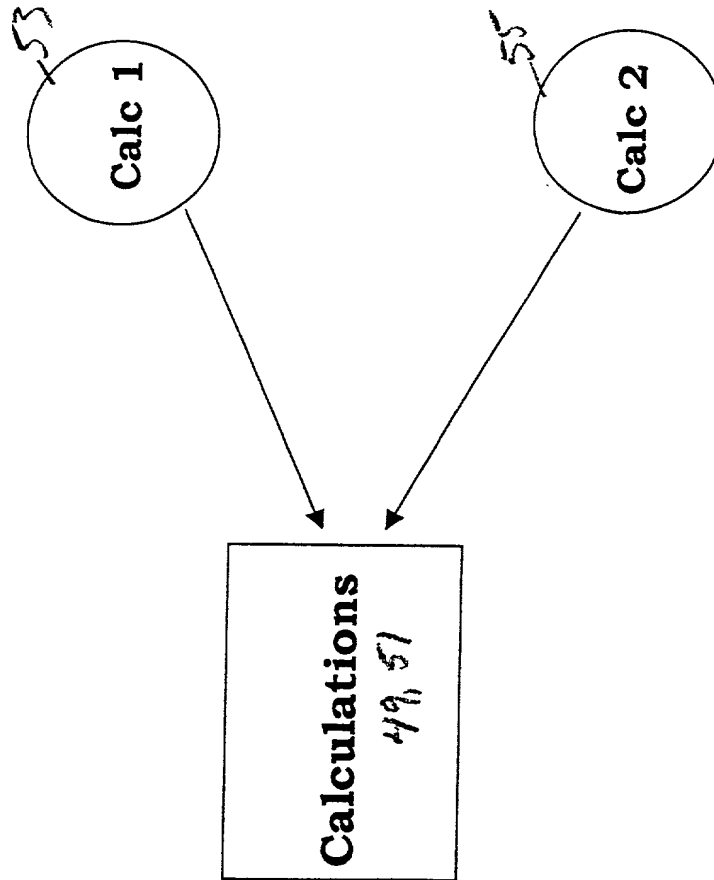
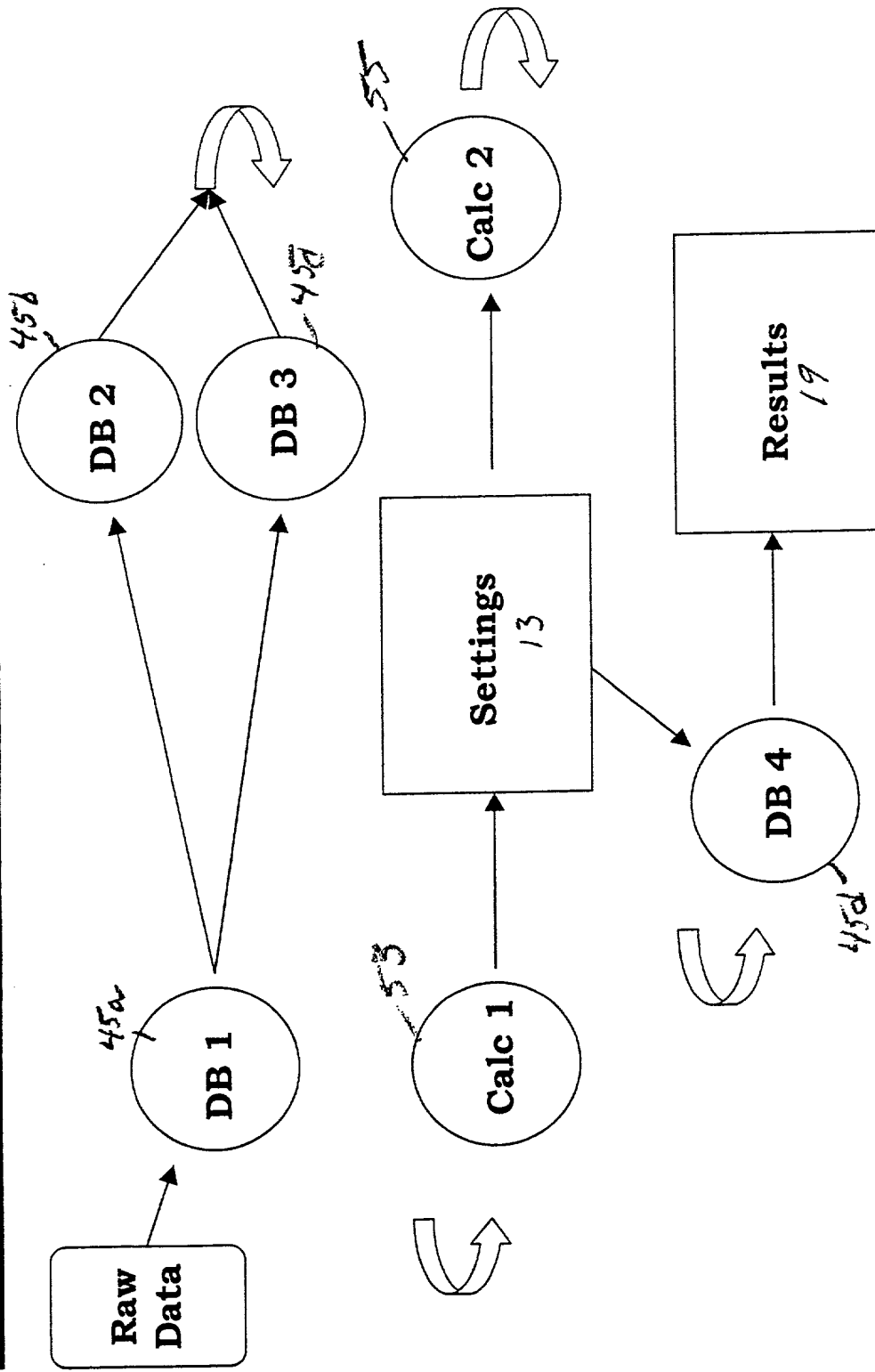


FIG. 4: FLOW DIAGRAM



Intervals

ABS DIFF 12.7735%
CORREL 0.6388

1. Reenerg. 2. Adj. 3. Trans. Threshold

I. Prediction

A. Key Business Parameters

1. Mkt Share/Revenue Ratio
2. Asset Intensity (Asset/Rev Ratio)
3. Change in Profitability

B. Funding Strategy / Risk

1. Company Beta
2. Debt/Equity Ratio
3. Creditworthiness
4. Cash Flow/Revenue Ratio

C. Market

1. Relative Market Share
2. Change in Market Share
3. Relative Elasticity of Demand

II. Actual

A. Business Structure

1. Business Mix
2. Business Age
3. Number of Divisions
4. Number of SIC Industries

B. Business Strategy

1. R&D Investment
2. Acquisition Strategy
3. Strategic Intent

List of Arguments For This Table

Low	Medium	High	Percentile
Decl.	Zero	Incr.	Fixed
N/A	N/A	N/A	N/A

Fig 5A

FOUO 29. 9498960

252

31

Type

Percentile
Percentile
Percentile

Percentile
Percentile
Percentile
Percentile

Percentile
Percentile
Percentile

Percentile
Fixed
Percentile
Percentile

Percentile
N/A
N/A

Percentile
Fixed
N/A

337
TITEL "GASOLIN"

A	B	C	D	E	F	G	H	I
Conversion		Do Not Change						
1				1. Reenerg.	2. Adj.	3. Trans.	Threshold	
2				Interval	Interval	Interval	Type	
3								
4								
5								
6								
7		I. Prediction						
8		A. Key Business Parameters						
9		1. Mkt Share/Revenue Ratio		1	2	3	1	
10		2. Asset Intensity (Asset/Rev Ratio)		3	2	1	1	
11		3. Change in Profitability		2	3	1	1	
12		B. Funding Strategy / Risk						
13		1. Company Beta		1	2	3	1	
14		2. Debt/Equity Ratio		3	2	1	1	
15		3. Creditworthiness		1	3	2	1	
16		4. Cash Flow/Revenue Ratio		1	3	2	1	
17		C. Market						
18		1. Relative Market Share		2	3	1	1	
19		2. Change in Market Share		2	3	1	1	
20		3. Relative Elasticity of Demand		3	2	1	1	
21								
22		II. Actual						
23		A. Business Structure						
24		1. Business Mix		1	3	9	1	
25		2. Business Age		3	3	1	2	
26		3. Number of Divisions		1	3	9	1	
27		4. Number of SIC Industries		1	3	9	1	
28		B. Business Strategy						
29		1. R&D Investment		1	1	3	1	
30		2. Acquisition Strategy		9	9	9	9	
31		3. Strategic Intent		9	9	9	9	
32								
33								
34								

Fig 5B

327
FOIA b7C, b7D, b7E, b7F, b7G, b7H

	A	B	C	D	E	F	G	H
1	General Arguments			Arguments for Prediction		Arguments for Actual		Arguments for Threshold
2								
3								
4	Bottom	1	Decl.	1	Decl.	1	Fixed	2
5	Extra	4	High	3	High	3	N/A	9
6	Middle	2	Incr.	3	Incr.	3	Percentile	1
7	N/A	9	Low	1	Low	1		
8	Top	3	Medium	2	N/A	9		
9			Zero	2				
10								
11								
12	If any of these arguments change, each list has to be sorted alphabetically by name in ascending order.							
13								
14								
15								

Fig. 5c

Scoring

ABS DIFF 12.7735%
CORREL 0.6388

272

I. Prediction

A. Key Business Parameters

1. Mkt Share/Revenue Ratio
2. Asset Intensity (Asset/Rev Ratio)
3. Change in Profitability

B. Funding Strategy / Risk

1. Company Beta
2. Debt/Equity Ratio
3. Creditworthiness
4. Cash Flow/Revenue Ratio

C. Market

1. Relative Market Share
2. Change in Market Share
3. Relative Elasticity of Demand

II. Actual

A. Business Structure

1. Business Mix
2. Business Age
3. Number of Divisions
4. Number of SIC Industries

B. Business Strategy

1. R&D Investment
2. Acquisition Strategy
3. Strategic Intent

1. Reenerg. 2. Adj. 3. Trans.

Score Score Score

100.00 100.00 100.00

25.00 25.00 25.00

100.00 100.00 100.00

100.00 100.00 100.00

125.00 125.00 125.00

25.00 25.00 25.00

25.00 25.00 25.00

200.00 200.00 200.00

150.00 150.00 150.00

0.00 0.00 0.00

0.00 75.00 100.00

0.00 0.00 100.00

25.00 25.00 100.00

25.00 25.00 100.00

0.00 0.00 100.00

112.50 75.00 112.50

75.00 150.00 150.00

Fig 5D

357
FOFFO" 94985260

C 29

Sample from Settings

377
"OFF" 94985260

Thresholds

ABS DIFF 12.7735%
CORREL 0.6388

1.Bottom Threshold 2.Middle Threshold 3.Top Threshold

27

at Percentile at Percentile at Percentile

I. Prediction

A. Key Business Parameters

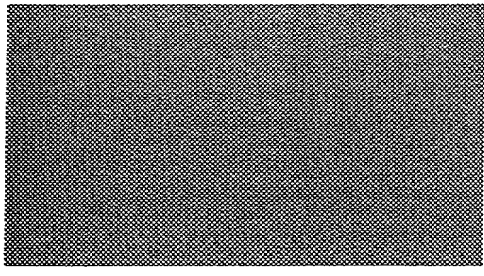
- 1. Mkt Share/Revenue Ratio
- 2. Asset Intensity (Asset/Rev Ratio)
- 3. Change in Profitability

B. Funding Strategy / Risk

- 1. Company Beta
- 2. Debt/Equity Ratio
- 3. Creditworthiness
- 4. Cash Flow/Revenue Ratio

C. Market

- 1. Relative Market Share
- 2. Change in Market Share
- 3. Relative Elasticity of Demand



85.00%
80.00%
58.00%
80.00%
82.00%
65.00%
65.00%
52.00%
55.00%
80.00%

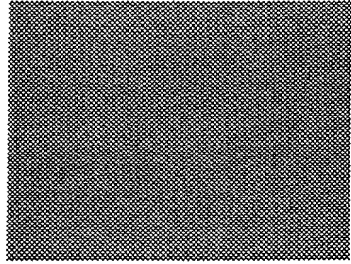
II. Actual

A. Business Structure

- 1. Business Mix
- 2. Business Age
- 3. Number of Divisions
- 4. Number of SIC Industries

B. Business Strategy

- 1. R&D Investment
- 2. Acquisition Strategy
- 3. Strategic Intent



56.25%
56.25%
56.25%
75.00%

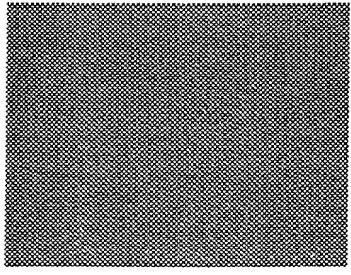


Fig 52

392
"FOFFO" 3/5/60

	A	B	C	D	E	F	G	H
1	Thresholds							
2								
3	ABS DIFF	12.7735%			1.Bottom Threshold	2.Middle Threshold	3.Top Threshold	
4	CORREL	0.6388						
5					Fixed	Fixed	Fixed	
6								
7	I. Prediction							
8	A. Key Business Parameters							
9					4.00%		6.00%	
10								
11								
12								
13	B. Funding Strategy / Risk							
14								
15								
16								
17	C. Market							
18								
19								
20								
21								
22	II. Actual							
23	A. Business Structure							
24						7.00		
25								
26								
27								
28	B. Business Strategy							
29								
30								
31								
32								
33								
34								

Fig 5F

FOIA 387 985/60

	A	B	C	D	E	F	G	H	I	J	K
1	Factors & Strategies										
2											
3											
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34											

Fig 5G

Fig 6A

Sample worksheet from "Database" workbook.

42 Cont'd
TOTALS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
39	DB1															
40	III. Data															
41	45a →															
42	Latest Year Data Available															
43	1999	Revenues (in mil)	5,772.15													
44	1998	Revenues (in mil)	5,420.37													
45	1997	Revenues (in mil)	5,606.08													
46	1996	Revenues (in mil)														
47	Number of Years Data Available															
48	1999	Assets (in mil)	4,495.39													
49	1998	Assets (in mil)	4,080.52													
50	1999	Debt Outstanding (in mil)	45.00													
51	1999	Shareholder's Equity (in mil)	3,196.46													
52	1999	Liabilities (w/o Debt)	1,160.58													
53	1999	Net Cash from Oper. Activ.	1,161.08													
54	1999	Cash at End of Year (in mil)	952.25													
55	1999	Interest paid	4.14													
56	Business Mix															
57	Geography Region															
58	Region 1	Revenues	2,962.76	% Share	54.66%	Assets	602.39	% Share	14.76%	Revenues	3,083.95	% Share	53.43%	Assets	596.33	% Change in Share
59	Region 2	Revenues	388.85	% Share	7.17%	Assets	88.12	% Share	2.16%	Revenues	442.91	% Share	7.67%	Assets	84.88	Revenues
60	Region 3	Revenues	2,068.76	% Share	38.17%	Assets	168.28	% Share	4.12%	Revenues	2,245.29	% Share	38.90%	Assets	150.35	Revenues
61	Region 4	Revenues		% Share	0.00%	Assets		% Share	0.00%	Revenues		% Share	0.00%	Assets		Revenues
62	Region 5	Revenues		% Share	0.00%	Assets		% Share	0.00%	Revenues		% Share	0.00%	Assets		Revenues
63	Region 6	Revenues		% Share	0.00%	Assets		% Share	0.00%	Revenues		% Share	0.00%	Assets		Revenues
64	Business Segment															
65	Segment 1	Revenues	2,347.08	% Share	43.30%	Assets		% Share	0.00%	Revenues	2,612.59	% Share	45.26%	Assets		% Change in Share
66	Segment 2	Revenues	2,808.94	% Share	51.82%	Assets		% Share	0.00%	Revenues	2,589.66	% Share	44.86%	Assets		Revenues
67	Segment 3	Revenues	264.35	% Share	4.88%	Assets		% Share	0.00%	Revenues	569.90	% Share	9.87%	Assets		Revenues
68	Segment 4	Revenues		% Share	0.00%	Assets		% Share	0.00%	Revenues		% Share	0.00%	Assets		Revenues
69	Segment 5	Revenues		% Share	0.00%	Assets		% Share	0.00%	Revenues		% Share	0.00%	Assets		Revenues
70	Segment 6	Revenues		% Share	0.00%	Assets		% Share	0.00%	Revenues		% Share	0.00%	Assets		Revenues
71	Segment 7	Revenues		% Share	0.00%	Assets		% Share	0.00%	Revenues		% Share	0.00%	Assets		Revenues
72	Segment 8	Revenues		% Share	0.00%	Assets		% Share	0.00%	Revenues		% Share	0.00%	Assets		Revenues
73	Segment 9	Revenues		% Share	0.00%	Assets		% Share	0.00%	Revenues		% Share	0.00%	Assets		Revenues
74	Segment 10	Revenues		% Share	0.00%	Assets		% Share	0.00%	Revenues		% Share	0.00%	Assets		Revenues
75	1998															
76																

1979	Year Business Founded (4 digit)	1979
4.00	Number of Business Divisions	4.00
635.79	1999 R&D Allocation (in mil)	635.79

0.00%	1. Reenerg.	0.00%
50.00%	2. Adj.	50.00%
50.00%	3. Trans.	50.00%
100.00%	Total	100.00%

33.00%	1. Reenerg.	33.00%
25.00%	2. Adj.	25.00%
42.00%	3. Trans.	42.00%
100.00%	Total	100.00%

43 →	Acq. Strategy:	43 →
47 →	Strategic Intent	47 →

Year Business Founded (4 digit)
Number of Business Divisions
1999 R&D Allocation (in mil)

3.00
403.87
30.21
500.53

Number of Years Data Available
1999 Net Income (in mil)
1998 Net Income (in mil)
1997 Net Income (in mil)
1996 Net Income (in mil)

1999
5,772.15
5,420.37
5,606.08

Acq. Strategy:
1. Reenerg.
2. Adj.
3. Trans.
Total

2.29%
3.25%
16,738.00

1999 Market Share (%)
1998 Market Share (%)
1999 Largest Player's Revenue

4,495.39
4,080.52
45.00
3,196.46

Strategic Intent
1. Reenerg.
2. Adj.
3. Trans.
Total

2.00
6.00
0.93

Number of SIC Industries Involved
Elasticity Sum of All Industries
Company Beta Hard
Company Beta Switch

1,160.58
1,161.08
952.25
4.14

1999

1998

Geography Region

Region 1

Region 2

Region 3

Region 4

Region 5

Region 6

Business Segment

Segment 1

Segment 2

Segment 3

Segment 4

Segment 5

Segment 6

Segment 7

Segment 8

Segment 9

Segment 10

Fy 6B

5/12/2

Fig 7A

492
COTFO "SHARED"

	A	B	C	D	E	F	G	H	I	J
1	All Factors									
2										
3										
4										
5										
6										
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9										
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25										
26										
27										
28										
29										

27

I. Prediction

A. Key Business Parameters

1. Mkt Share/Revenue Ratio

2. Asset Intensity (Asset/Rev Ratio)

3. Change in Profitability

B. Funding Strategy / Risk

1. Company Beta

2. Debt/Equity Ratio

3. Creditworthiness

4. Cash Flow/Revenue Ratio

C. Market

1. Relative Market Share

2. Change in Market Share

3. Relative Elasticity of Demand

II. Actual

A. Business Structure

1. Business Mix

2. Business Age

3. Number of Divisions

4. Number of SIC Industries

B. Business Strategy

1. R&D Investment

3 Com Corporation	Analyze Value	yes Interval	Adams Resources & Energy, Inc.	Analyze Value	yes Interval	Alcoa	Analyze Value	yes Interval
	-455.14%	Low		20.47%	Medium		21.96%	Medium
	0.78	Low		0.07	Low		1.05	Low
	-0.97%	decl.		-0.07%	Zero		0.84%	Incr.
		N/A			N/A			N/A
	0.01	Low		0.27	Medium		0.49	Medium
	1.50	High		0.03	Low		2.60	High
	0.20	High		0.00	Low		0.14	Medium
	0.34	Medium		0.28	Medium		2.23	High
	-29.54%	Decl.		20.96%	Incr.		1.41%	Zero
	3.00	Medium		2.67	Low		3.00	Medium
	102.45%	High		17.15%	Low		13.04%	Low
	21.00	High		53.00	High		93.00	High
	4.00	High		3.00	Low		6.00	High
	2.00	Low		3.00	High		6.00	High
	11.01%	High		0.00%	Low		0.78%	Low

Fig 7B

712
FOFO" 04925260

Strategy Table

Company	Average	3 Com Corporation	Adams Resources & Energy, Inc.	Alcoa	Allied Waste Industries, Inc.	Amazon.com	America Online Inc.	American Express Company	Ameritrade Holding Corporation	Amsouth Bancorp.	Applied Digital Solutions
Sheet Number Analyze		1 yes	2 yes	3 yes	4 yes	5 yes	6 yes	7 yes	8 yes	9 no	10 yes
I. Prediction											
1. Reenerg.	24.12%	40.00%	46.67%	20.00%	46.67%	23.33%	13.33%	46.67%	10.00%	N/A	6.67%
2. Adj.	46.16%	6.67%	50.00%	73.33%	33.33%	60.00%	63.33%	33.33%	36.67%	N/A	50.00%
3. Trans.	29.73%	53.33%	3.33%	6.67%	20.00%	16.67%	23.33%	20.00%	53.33%	N/A	43.33%
II. Actual											
1. Reenerg.	28.42%	11.20%	69.59%	35.64%	50.89%	13.70%	28.08%	54.92%	21.54%	N/A	10.49%
2. Adj.	46.12%	39.41%	30.41%	54.42%	49.11%	59.84%	64.42%	34.68%	28.41%	N/A	72.63%
3. Trans.	25.45%	49.38%	0.00%	8.94%	0.00%	26.45%	7.50%	10.40%	50.05%	N/A	16.88%
ABS DIFF	12.7735%	21.8318%	15.2797%	12.6095%	13.3333%	6.5230%	10.5556%	6.3980%	7.6962%	N/A	17.6375%
Correlation											
1. Reenerg.	0.65299										
2. Adj.	0.57538										
3. Trans.	0.68798										
Average	0.63878										

Fig 8

FORTUNE 129

45d

45b

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Colgate-Palmolive Company															
1	26 Fortune Most Admired List ABS DIFF														
2	1.91% Analyze yes														
3															
4	I. Prediction														
5	A. Key Business Parameters														
6	1. Mkt Share/Revenue Ratio														
7	2. Asset Intensity (Asset/Rev Ratio)														
8	3. Change in Profitability -														
9	B. Funding Strategy / Risk														
10	1. Company Beta														
11	2. Debt/Equity Ratio														
12	3. Creditworthiness														
13	4. Cash Flow/Revenue Ratio														
14	C. Market														
15	1. Relative Market Share														
16	2. Change in Market Share														
17	3. Relative Elasticity of Demand														
18															
19															
20															
21															
22															
23															
24	II. Actual														
25	A. Business Structure														
26	1. Business Mix														
27	2. Business Age														
28	3. Number of Divisions														
29	4. Number of SIC Industries														
30	B. Business Strategy														
31	1. R&D Investment														
32	2. Acquisition Strategy														
33	3. Strategic Intent														
34															
35															
36															
37															
38															

Fig 9A

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
39	PMI																
40	III. Data																
41																	
42	Latest Year Data Available				1999	Number of Years Data Available				Year Business Founded (4 digit)				Number of Business Divisions			
43	Revenues (in mil)				9,118.20	1999 Net Income (in mil)				1999 Net Income (in mil)				1999 R&D Allocation (in mil)			
44	Revenues (in mil)				8,971.60	1998 Net Income (in mil)				1998 Net Income (in mil)				2.00			
45	Revenues (in mil)				9,056.70	1997 Net Income (in mil)				1997 Net Income (in mil)				169.00			
46	Revenues (in mil)				8,749.00	1996 Net Income (in mil)				1996 Net Income (in mil)							
47																	
48	1999 Assets (in mil)				7,423.10	1999 Market Share (%)				1999 Market Share (%)				Acq. Strategy:			
49	Assets (in mil)				7,685.20	1998 Market Share (%)				1998 Market Share (%)				1. Reenerg.			
50	Debt Outstanding (in mil)				2,582.20	1999 Largest Player's Revenue				1999 Largest Player's Revenue				2. Adj.			
51	Shareholder's Equity (in mil)				1,833.70									3. Trans.			
52	Liabilities (w/o Debt)				3,007.20									Total			
53	Net Cash from Oper. Activ.				1,292.70	Number of SIC Industries Involved				Elasticity Sum of All Industries				Strategic Intent			
54	Cash at End of Year (in mil)				199.60	Company Beta Hard				Company Beta Hard				43			
55	Interest paid				171.60	Company Beta Switch				Company Beta Switch							
56	Business Mix																
57	Geography Region																
58	Region 1				3,043.40	Revenues				Revenues				% Change in Share			
59	Region 2				2,407.90	% Share				% Share				Assets			
60	Region 3				2,067.70	Assets				Assets				N/A			
61	Region 4				1,452.60	Revenues				Revenues				N/A			
62	Region 5					% Share				% Share				N/A			
63	Region 6					Assets				Assets				N/A			
64	Business Segment					Revenues				Revenues				N/A			
65	Segment 1				7,975.70	% Share				% Share				N/A			
66	Segment 2				995.90	Assets				Assets				N/A			
67	Segment 3					Revenues				Revenues				N/A			
68	Segment 4					% Share				% Share				N/A			
69	Segment 5					Assets				Assets				N/A			
70	Segment 6					Revenues				Revenues				N/A			
71	Segment 7					% Share				% Share				N/A			
72	Segment 8					Assets				Assets				N/A			
73	Segment 9					Revenues				Revenues				N/A			
74	Segment 10					% Share				% Share				N/A			
75																	
76																	

Fig 9B

FOIA 5167

A	B	C	E	G	H	I	J	BM	BN
4. Cash Flow/Revenue Ratio									
1	53								
2									
3	Factor / Company								
4	SPEEDUS.CO Emisphere Miravant Colgate- The Procter &								
5	M, Inc. Medical Palmolive Gamble								
6	4. Cash Flow/Revenue Ratio								
7	Interval								
8	Interval								
9	Interval								
10	Interval								
11	Interval								
12	Interval								
13	Interval								
14	Interval								
15	Interval								
16	Interval								
17	Interval								
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25	Interval								
26	Interval								
27	Interval								
28	Interval								
29	Interval								
30	Interval								
31	Interval								
32	Interval								

Factor / Company	SPEEDUS.CO	Emisphere Technologies,	Miravant Medical	Colgate-Palmolive	The Procter & Gamble
4. Cash Flow/Revenue Ratio	-11.21	-1.28	-1.26	FALSE	0.14
Interval	Low	Low	Low	N/A	Medium

Strategy	Interval	Type	From =>	To <	Analysis:	Sample Size
1. Reenerg.	Low	Percentile	NEG INF	0.07	Mean	Median
2. Adj.	High	Percentile	0.15	POS INF	Minimum	Maximum
3. Trans.	Medium	Percentile	0.07	0.15	SD	Variance

Strategy	Interval	Type	From =>	To <	Analysis:	Sample Size
1. Reenerg.	Low	Percentile	NEG INF	0.07	Mean	Median
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2. Adj.	High	Percentile	0.15	POS INF	Minimum	Maximum
3. Trans.	Medium	Percentile	0.07	0.15	SD	Variance

Strategy	Interval	Type	From =>	To <	Analysis:	Sample Size
1. Reenerg.	Low	Percentile</				

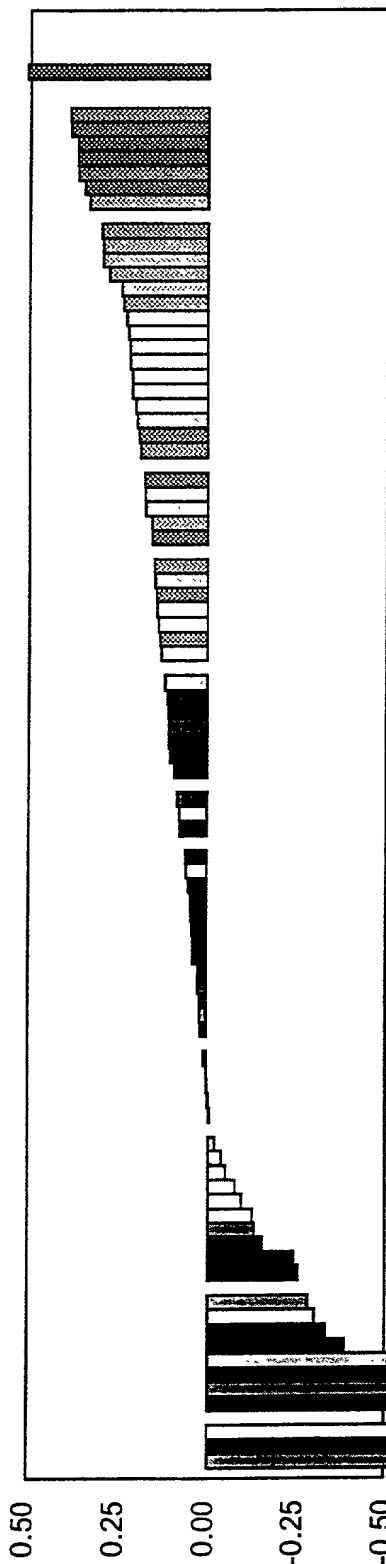


Fig 9c

49a →

Compaq Computer ☛ ☛ ☛ ☛

A. Key Business Parameters

1. Mkt Share/Revenue Ratio
2. Asset Intensity (Asset/Rev Ratio)

3. Change in Profitability

B. Funding Strategy / Risk

1. Company Beta
2. Debt/Equity Ratio
3. Creditworthiness
4. Cash Flow/Revenue Ratio

C. Market

1. Relative Market Share
2. Change in Market Share
3. Relative Elasticity of Demand

A. Business Structure

1. Business Mix
2. Business Age
3. Number of Divisions
4. Number of SIC Industries

B. Business Strategy

- ## 1. R&D Investment

3 Com Corporation			Adams Resources & Energy, Inc.			Colgate-Palmolive Company			Compaq Computer Corporation		
Analyze Value	yes Interval		Analyze Value	yes Interval		Analyze Value	yes Interval		Analyze Value	yes Interval	
-455.14%	Low		20.47%	Medium		-37.22%	Low		-69.67%	Low	
0.78	Low		0.07	Low		0.81	Low		0.71	Low	
-0.97%	decl.		-0.07%	Zero		1.01%	Incr.		-1.70%	decl.	
	N/A			N/A			N/A			N/A	
0.01	Low		0.27	Medium		1.41	Medium		0.03	Medium	
1.50	High		0.03	Low		1.56	High		1.31	High	
0.20	High		0.00	Low		0.14	Medium		0.03	Low	
0.34	Medium		0.28	Medium		0.23	Medium		0.44	High	
-29.54%	Decl.		20.96%	Incr.		-0.61%	Zero		-16.44%	Decl.	
3.00	Medium		2.67	Low		2.00	Low		3.00	Medium	
102.45%	High		17.15%	Low		5.64%	Low		12.45%	Low	
21.00	High		53.00	High		194.00	High		18.00	High	
4.00	High		3.00	Low		2.00	Low		4.00	High	
2.00	Low		3.00	High		2.00	Low		2.00	Low	
11.01%	High		0.00%	Low		1.85%	Low		4.31%	Low	

95

7192

FOFFO" 9H989260

	A	B	C	AC
1	Strategy Table			
2				
3				
4	Company	Average	Colgate-Palmolive Company	
5	Sheet Number		26	
6	Analyze		yes	
7				
8	I. Prediction			
9	1. Reenerg.	24.12%	60.00%	
10	2. Adj.	46.16%	33.33%	
11	3. Trans.	29.73%	6.67%	
12	II. Actual			
13	1. Reenerg.	28.42%	58.89%	
14	2. Adj.	46.12%	31.58%	
15	3. Trans.	25.45%	9.53%	
16				
17				
18	ABS DIFF	12.7735%	1.9111%	
19				
20	Correlation			
21	1. Reenerg.	0.65299		
22	2. Adj.	0.57538		
23	3. Trans.	0.68798		
24				
25	Average	0.63878		

Fig 9 E

NEW CLIENT ANALYSIS FLOW DIAGRAM

217

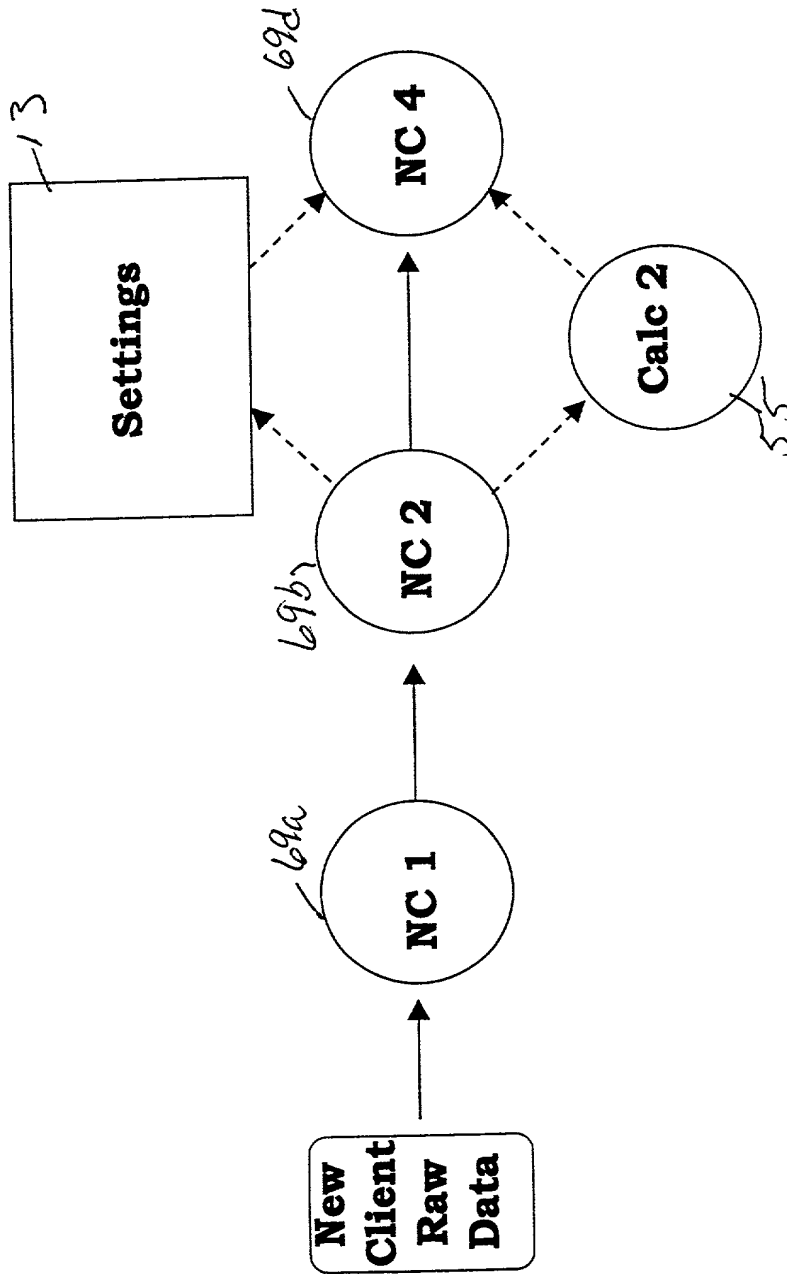


Fig 10A

FOIA 4262 9493360

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
1	"Fill In New Client Name"																
2																	
3	277																69d
4	I. Prediction																NO2
5	Value																NO2
6	A. Key Business Parameters																1. Reenerg.
7	1. Mkt Share/Revenue Ratio																2. Adj.
8	2. Asset Intensity (Asset/Rev Ratio)																3. Trans.
9	3. Change in Profitability																
10	B. Funding Strategy / Risk																
11	1. Company Beta																
12	2. Debt/Equity Ratio																
13	3. Creditworthiness																
14	4. Cash Flow/Revenue Ratio																
15	C. Market																
16	1. Relative Market Share																
17	2. Change in Market Share																
18	3. Relative Elasticity of Demand																
19																	
20	Growth Strategy:																#DIV/0!
21																	0
22																	#DIV/0!
23																	0
24	Interval																#DIV/0!
25	Interval																0
26	A. Business Strategies																0
27	1. Business Age																0
28	2. Business Age																0
29	3. Number of Divisions																0
30	4. Number of Divisions																0
31	B. Business Strategy																0
32	1. R&D Investment																0
33	2. Acquisition Strategy																0
34	3. Strategic Merger																0
35																	0
36	Growth Strategy																#DIV/0!
37																	0
38																	0

Fig 10P.

(cont'd) H2b 21985260

69a

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
39																
40	III. Data															
41																
42	Latest Year Data Available															
43	0	Revenues (in mil)														
44	(1)	Revenues (in mil)														
45	(2)	Revenues (in mil)														
46	(3)	Revenues (in mil)														
47																
48	0	Assets (in mil)														
49	(1)	Assets (in mil)														
50	0	Debt Outstanding (in mil)														
51	0	Shareholder's Equity (in mil)														
52	0	Liabilities (w/o Debt)														
53	0	Net Cash from Oper. Activ.														
54	0	Cash at End of Year (in mil)														
55	0	Interest paid														
56	Business Mix															
57	Geography Region															
58	Region 1															
59	Region 2															
60	Region 3															
61	Region 4															
62	Region 5															
63	Region 6															
64	Business Segment															
65	Segment 1															
66	Segment 2															
67	Segment 3															
68	Segment 4															
69	Segment 5															
70	Segment 6															
71	Segment 7															
72	Segment 8															
73	Segment 9															
74	Segment 10															
75																
76																

	Number of Years Data Available				Number of Business Divisions				Year Business Founded (4 digit)			
	0	(1)	(2)	(3)	0	(1)	(2)	(3)	0	(1)	(2)	(3)
Net Income (in mil)												
Net Income (in mil)												
Net Income (in mil)												
Net Income (in mil)												
Market Share (%)												
Market Share (%)												
Largest Player's Revenue												
Number of SIC Industries Involved												
Elasticity Sum of All Industries												
Company Beta Hard												
Company Beta Switch												

	Revenues				% Share				Assets				% Share				Revenues				% Change in Share			
Region 1					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Region 2					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Region 3					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Region 4					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Region 5					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Region 6					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Business Segment					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Segment 1					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Segment 2					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Segment 3					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Segment 4					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Segment 5					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Segment 6					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Segment 7					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Segment 8					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Segment 9					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			
Segment 10					#DIV/0!				#DIV/0!				#DIV/0!				#DIV/0!				N/A			

Sample

Fig 100